

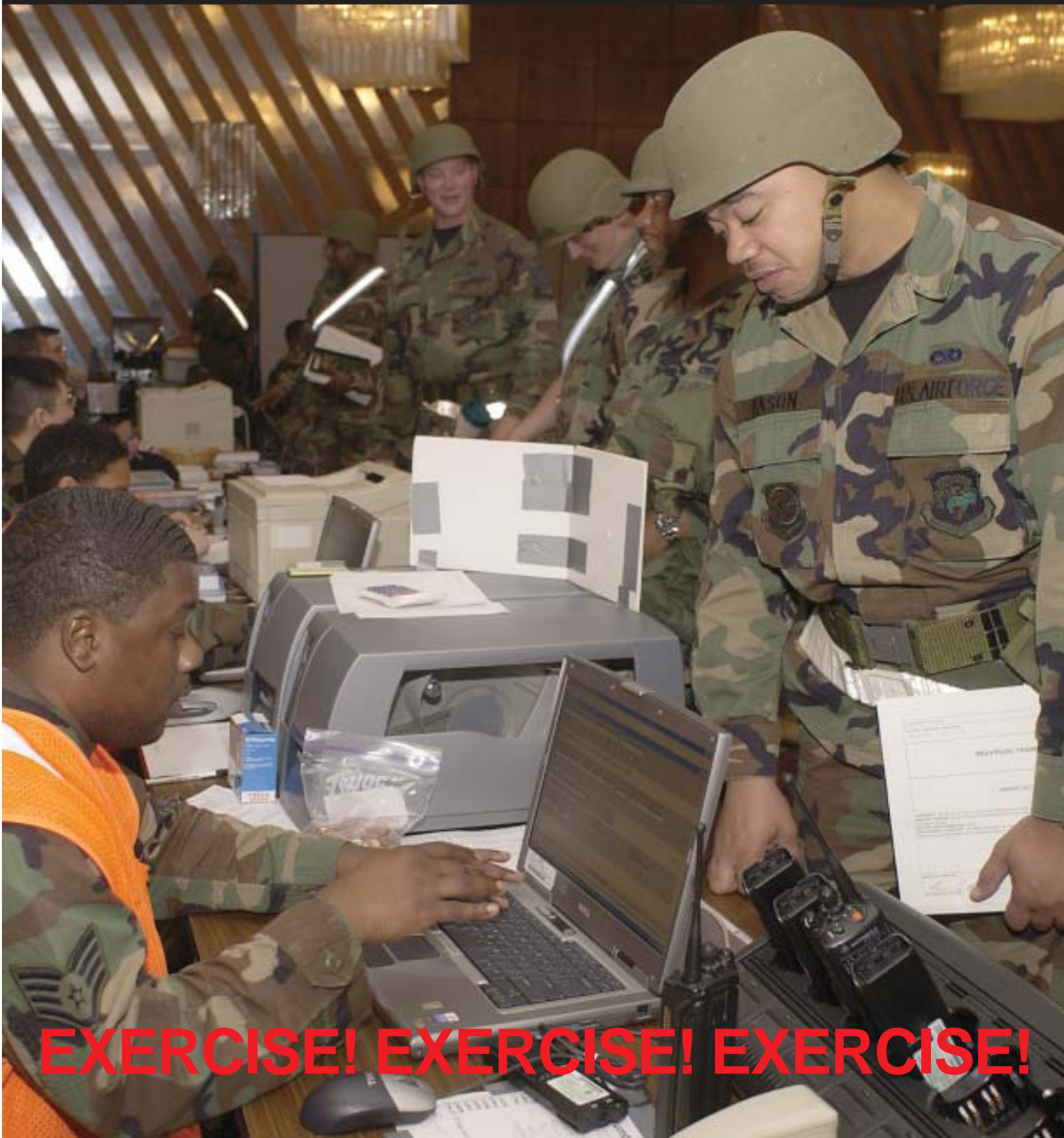
The Boomer



Vol. 50, No. 5

459th Air Refueling Wing, U.S. Air Force Reserve, Andrews Air Force Base, Md.

May 2005



EXERCISE! EXERCISE! EXERCISE!

The Boomer

Vol. 50 No. 5

Commander, 459 ARW
Brig. Gen. Richard Severson

Editorial Staff
Director of Public Affairs
Capt. Nikki Credic

Chief of Public Affairs
1st Lt. Tim Smith

Staff Writer
Capt. Patrick Maloney

NCOIC
Master Sgt. Shayne Sewell

Editor
Master Sgt. Shayne Sewell

Information Management Specialist
Tech. Sgt. Shirley Wilson

Unit Public Affairs Representatives
Maj. Christine Dileo, 459 AES
Senior Master Sgt. Fredric Johnson, 69 APS
Tech. Sgt. Warren Allen, 459 MXG
Tech. Sgt. Marcia Muse, 459 MOF
Tech. Sgt. Charles Holt, 459 AMS
Lt. Col. Dale Bateman, 69 APS
Maj. Kevin Stewart, 459 CES
Tech. Sgt. Elizel Vega, 459 SFS
Maj. William Mosier, 459 ASTS
1Lt. Mark Magdaleno, 756 ARS
Senior Airman Michael Flaherty, 459 OG&OSF
Senior Airman Anain Romero, 459 SVF

This authorized Air Force Reserve newspaper is published for the members of the 459th Air Refueling Wing, Andrews AFB, Md. The Boomer is printed by McDonald and Eudy, Temple Hills, Md. Contents of the Boomer are not necessarily the official views of, or endorsed by, the U.S. Government, Department of Defense or the Department of the Air Force. The editorial content is edited, prepared and provided by the Public Affairs Office of the 459th Air Refueling Wing, 3755 Patrick Ave., Rm. 213, Andrews AFB, Md. 20762-4814, phone number (240) 857-6873. The deadline for submission is the Friday after the UTA for the next month's issue. All photos are the property of the U.S. Air Force unless otherwise indicated.

See Inside:

Commentary	pg. 2-3
News	pg. 4-5, 10-12
Features	pg. 6-9
Supplement	pg. 13
Community News	pg. 14
UTA Schedule	pg. 15
Hours of Operation	pg. 16

COMMENTARY

No "I" in a winning team — really?

By Col. Kristan Wolf
36th Medical Group commander

ANDERSEN AIR FORCE BASE, Guam (AFPN) — Over the years, my favorite movies have become "The Mighty Ducks," "The Rookie" and especially, "Remember the Titans." Was it because of the feel-good nature of the message? No, it was because they epitomized how I believed teams were built and what teamwork could accomplish.

I'd always answered most challenges faced by a unit or an organization with, "the team can do it." Teams were much stronger than the individuals themselves or individuals gaggled together. There was no "I" in a team.

Then, I was fortunate enough to attend a gathering where the author of, "Chicken Soup for the Heart," gave a speech that made me restructure my views on teams and teamwork.

He proposed that there was a difference in teams ... that there were teams and winning teams. The example he gave was from the 1990s when the Dallas Cowboys ruled the NFL and the Tampa Bay Buccaneers were at the bottom of the heap. He visited the two teams at their home stadiums. What he found at Tampa was a cluttered locker room with empty pizza boxes on the floor and dirty towels strewn all over the benches. When he asked one of the players what he did, the answer he received was, "play football."

He next visited the Dallas Cowboys. What greeted him there was an immaculate locker room, where he witnessed players picking up after themselves and taking pride in their surroundings. This time when he asked a player what he did, he was told, "win super bowls!" With that, the author clarified what he believe accounted for the differences in teams.

There were two "I"s in a winning team. One was for independent growth and accountability, while the other was interdependent collaboration. After mulling over that concept for a few hours, it suddenly dawned on me there was also a "G" in "winning teams."

Unlike Tampa Bay, the leaders of the Dallas Cowboys had set a goal, or defined a vision, for the team and set an expectation of personal performance. Their players were acutely aware their job was to win super bowls, not to just play football.

Similarly, at the beginning of the 2000-2001 season, the Colorado Avalanche managers brought in a motivational speaker to talk about how he'd overcome adversity and

made it to the top of Mount Everest by taking one step at a time. He painted for them their goal of the Stanley Cup in their possession at the end of the season, by winning one game at a time. As a visible reminder, an ice pick was driven into the locker room wall as a daily reminder of that goal.

Once a vision has been identified, then team members, sometimes with the aid of supervisors and coaches, can define what their role is in achieving the team's goal.

Each of us is a member of multiple teams — family, work, base. As good team members, each of us should ask ourselves, "What is the team's goal and what are our 'nine square feet'?" What do we need to know, and what skills do we possess to perform well within the box? Then, each of us must complete a self-evaluation and identify those things we need to improve.

Ask for constructive criticism from peers and supervisors. Insist on feedback. Then set to work to fix those things and take accountability for all areas of responsibility in that "nine square feet." That's the first "I" in a winning team.

During a recent inspection, I witnessed a great example of the second "I" when services, logistics and medical group Airmen worked hand-in-hand to pull off a smooth reception of forces. Any one of the units could have stumbled and caused the entire team to fail. No one player can be the single star. Each member must mesh actions with the others. Ask yourself, "What other sections are critical to my shop getting its job done? With whom do I need to build bridges or network? Where do I have room to negotiate? What's the bigger picture? What can I do to help another section?"

Not everyone on your team has to be in on every piece of the process. That's a great opportunity to get a relook at the team performance by someone who's involved. Your "second string" is of great value to success.

Finally, it's good to remember that we all have some collective responsibilities in our "nine square feet" box. We are all responsible for the appearance of the installation, for operational safety, for the safety of each other and for the example we set as members of the Air Force. Leaders set the "G" goals and vision.

National moment of remembrance

By Master Sgt. Shayne Sewell
Wing Public Affairs

"On this Memorial Day, in gratitude for our country's blessings, let each of us pause in a national moment of remembrance for America's sons and daughters who gave the last full measure of devotion — to recall their hopes, their dreams, their valor. Let us be inspired by their selfless idealism and pledge ourselves anew to do our part to ensure the children of today and tomorrow will not have to share in their suffering and sacrifice," said Secretary of Defense Donald H. Rumsfeld, encouraging participation in the Memorial Day Moment of Remembrance, an act of national unity to honor America's fallen.

Americans are encouraged to pause for a minute of silence and reflection at 3 p.m., Monday, May 30, to honor those who have died for our country.

According to the White House Commis-

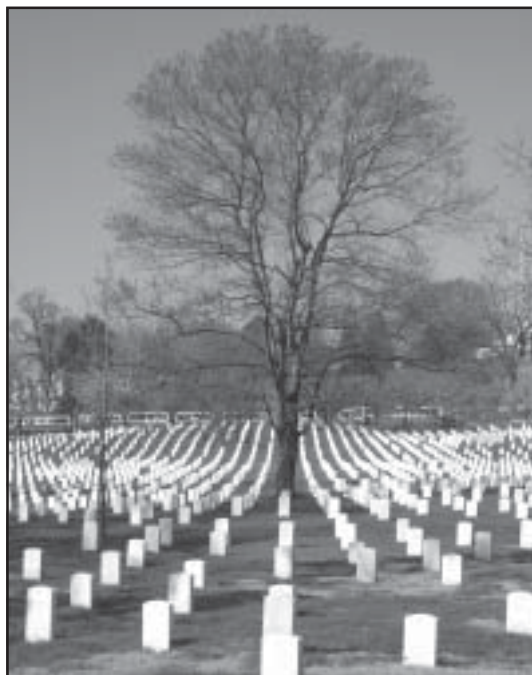
sion on the National Moment of Remembrance, this minute of silence was created to remind Americans of the importance of remembering those who sacrificed for their free-

dom and what it means to be an American.

The minute of remembrance is not meant to replace any traditional Memorial Day observances. Suggestions for observances include playing "Taps," ringing a bell, or if you are driving, by turning on your headlights.

You may also tune in to your local radio station who, if participating in this national observance, will be playing "Taps" or "On This Day."

The idea of this moment of remembrance came when children touring Washington, D.C., in 1996 were asked what Memorial Day meant. They responded, "That's the day the pools open!"



Arlington National Cemetery. (Photos by Master Sgt. Shayne Sewell)



Faces of Freedom display at Arlington National Cemetery.

On the cover



Staff Sgt. Joseph Munn, 89th Aerial Port Squadron, finishes Staff Sgt. Kevin Mason's, 459th Maintenance Squadron, processing during the mobility exercise. (Photo by Staff Sgt. Chris Matthews, 89th Communications Squadron).

FLIGHTLINE

Question: How will you remember our fallen comrades on Memorial Day?



Senior Airman Chante Richardson, 459 AMDS
"I will take a moment of silence during my cook-out in Ocean City."



Airman First Class Trevor Tyson, 459 AMDS
"I'm taking my 11-year-old sister to Arlington Cemetery to discuss what it means and reflect on our soldiers."



Senior Airman Billy Massey, 459 AMDS
"During my cookout, I'll watch CNN to commemorate the National Moment of Remembrance."



Maj. William Short, 459 OSF
"I'll ride down to the Vietnam, Korean and WWII memorials on the mall in the early morning when it is quiet and peaceful to reflect."



Airman Tiffany Porter, 459 CES
"I'll be spending time with my coworkers in Germany and we will probably reflect on the lives of American soldiers."

Navy to name ship in honor of fallen Airman

by 2nd Lt. Tammie Adams
4th Fighter Wing Public Affairs

SEYMOUR JOHNSON AIR FORCE BASE, N.C. (AFPN) — The Navy will rename one of its cargo ships April 8 after an Air Force combat controller from the 24th Special Tactics Squadron at Pope Air Force Base, N.C.

A 670-foot cargo ship in the Navy's Military Sealift Command, currently named Motor Vessel Merlin, will be renamed MV Tech. Sgt. John Chapman.

Sergeant Chapman was posthumously awarded an Air Force Cross, the second-highest honor given by the Air Force, in January 2003. On March 4, 2002, during Operation Anaconda, Sergeant Chapman and his team were flown by helicopter into Afghanistan for a mission. The helicopter came under heavy machine gun fire and was directly hit by a rocket-propelled grenade. The grenade caused Petty Officer 1st Class Neil Roberts,

a Navy SEAL, to fall from the aircraft.

The helicopter was damaged and made an emergency landing about four miles away from where the Sailor fell.

After landing, Sergeant Chapman, who was part of a six-person team, called in an AC-130 gunship to provide close-air support and cover the stranded team before directing it to search for the missing person.

Sergeant Chapman called for, coordinated and controlled an evacuation helicopter, for limiting the team's exposure to enemy fire, according to his award citation.

He volunteered to rescue the missing team member without regard for his own life. He also engaged and killed two enemy soldiers and then continued advancing until engaging a dug-in machine gun nest. Sergeant Chapman died while attempting to retrieve the body of the Navy SEAL.

The team leader credited Sergeant Chapman's aggressive and selfless actions with saving the lives of the entire team.

Four Seymour Johnson F-15E Strike Eagles will perform flyovers for the ceremony at Sunny Point Military Ocean Terminal in Southport, N.C.

One aircraft will be flown by Lt. Col. Mark Kelly, 333rd Fighter Squadron commander, who was there the day Sergeant Chapman was killed. "The ship naming and the flyby exemplify the service bond created by men like John Chapman," Colonel Kelly said. "His actions transcend service lines." At the time, the 335th Fighter Squadron was deployed supporting Operation Enduring Freedom and flew close-air support sorties over the Anaconda battlefield.

"The flyover is about a real Air Force hero, his sacrifice, his profession and his family," Colonel Kelly said. "It's a great personal honor and a small token of professional respect to recognize someone who did great things. It's an acknowledgment that some of the best Airmen in the world are on the ground."



SUNNY POINT, N.C. — Four F-15 Eagles from Seymour Johnson Air Force Base, N.C., fly over the newly christened Tech. Sgt. John A. Chapman in April. The ship was renamed for Sergeant Chapman, an Air Force combat controller who gave his life for his team in Afghanistan. (U.S. Air Force photo by Senior Airman Becky J. LaRaia)

Air Force aggressively meeting challenges

WASHINGTON — The two senior leaders of the Air Force spoke in April on Capitol Hill about budget cuts, the service's commitment to meeting end-strength requirements, total-force integration and fleet recapitalization.

During testimony before the Senate Appropriations Committee subcommittee on defense, Michael L. Dominguez, acting secretary of the Air Force, told senators Air Force officials have taken steps already to adjust for a fiscal 2005 budget cut of \$3 billion.

"We have recently directed the Air Force to cut back on peacetime and readiness training operations to conserve funds," he said. "But cutting back alone cannot close the \$3 billion gap in our operations and maintenance account. We are also short some \$700 million in our military personnel account, and there, too, cutting back will not close the gap."

Mr. Dominguez asked lawmakers to act quickly on supplemental budget requests to help the Air Force meet its financial needs.

Air Force officials have been working for some time to reduce the active-duty end strength — the total number of Airmen on active duty. Congress said the service may have no more than 359,000 Airmen on active duty. Through force-shaping initiatives and reductions in recruiting, Air Force officials

brought the end strength down to within 3 percent of its allowance, Mr. Dominguez said.

"We have been working the problem pretty aggressively for a couple years," said Air Force Chief of Staff Gen. John P. Jumper. "But our biggest gains are from the one (step) we resisted having to make, making a nosedive in recruiting." The general said the Air Force has cut active-duty accessions by half to meet the end-strength requirement. "From October to February, we essentially shut down recruiting," he told legislators.

Other efforts to reduce end strength include retraining Airmen from overage career fields into those that are stressed and allowing Airmen to transfer into the Army through the "Blue to Green" program. General Jumper said he expects the Air Force to return to full recruiting efforts in the next fiscal year, and that the service will meet its end-strength requirement by the beginning of fiscal 2006.

Cuts in end-strength will not affect the Air National Guard, General Jumper told lawmakers. In fact, the relevance and importance of Guard and Reserve units are increasing as the Air Force realigns missions to integrate reserve components into its operations.

"We have been involved in making sure the Guard is participating in the missions that are in demand in our Air Force as the active duty also transforms itself," he said. "Not just the flying mission, but space, un-

manned aerial vehicles (and others). We want the Guard and Reserve to participate in all of those. We also want to make sure that wherever we can, we have active and Guard working together."

One example of that total-force initiative is the Air Force's community-basing program, General Jumper said. The first test of that program in Burlington, Vt., will put active-duty Airmen into the civilian community where they will work hand in hand with guardsmen as part of the Vermont Air National Guard's 158th Fighter Wing. General Jumper said he believes the program will prove a success. "I have a feeling this model will be in demand in other places," he said.

Mr. Dominguez and General Jumper said their primary concern is the age of the service's aircraft fleet. "Our tanker force and portions of the C-130 (Hercules) fleet are over 40 years old," General Jumper said. "And some 2,000 of the 6,000 airplanes in the Air Force are now under some sort of a flight restriction, mainly (because of) aging considerations."

We need to put emphasis on this. "The urgency of recapitalizing the tanker fleet, I think, grows every day," he said. "If I lose sleep over one thing at night, it is the aging and corrosion concerns, especially in our tanker fleet," said Jumper. (Courtesy Air Force Print News).

Separate services make distinct contributions to joint force

WASHINGTON (AFPN) — The trend toward "jointness" does not mean Defense Department officials expect all the services to become cookie-cutter copies of each other, a senior official said.

Military operations increasingly call for close collaboration among all the services as they pursue a common mission, a trend that is not likely to change, said Raymond F. DuBois Jr., the Pentagon's director of administration and management.

Working together in a joint environment, particularly in combat, reinforces the benefits of the services being able to tap into each other's capabilities, he said.

There is increasing recognition that "these four services don't all have to have separate and self-contained combat capability that cannot and will not take advantage of the combat capability of another service, a sister service," he said.

Because today's military fights jointly, that is also increasingly going to be the way it trains, Mr. DuBois said. Transition plans for the Defense Department call for changes at the military's major combat training centers to make them better able to support joint operations. These centers include the Army's National Training Center, at Fort Irwin, Calif.; the Air Warfare Center, at Nellis Air Force Base, Nev.; the Marine Corps Air Ground Combat Center, at Twentynine Palms, Calif.; and the Navy's instrumented sea ranges.

In addition, the Pentagon's renovation plans call for the elimination of each service's command center, Mr. DuBois said. Replacing them will be one unified command center that operates as a national military command planning and decision cell.

"This is an important cultural change," he said. "Putting people physically together

inevitably changes their behavior and improves communication and appreciation of the other guy's problems."

Despite the emphasis on joint planning, training and operations, the military continues to benefit from having four distinct services that contribute their individual culture, traditions and esprit de corps to the nation's defense, Mr. DuBois said. Jointness does not mean that, "the uniforms ought to be the same color," or that the services need to lose their individuality, he said.

"The uniforms ought to be different colors, with different ideas about how you fight a war, with different ideas about how you plan a war," Mr. DuBois said. "Creative tension yields better results, as long as there is a shared vision that we have to work together to really deliver the combat punch when and where necessary."

Tankers tackle a changing world

By Capt. Patrick Maloney
Wing Public Affairs

This is the final story in a series of five highlighting the history of flight and air refueling.

Operation Linebacker II made it possible for the United States to leave Vietnam. After 10 years of fighting, and suffering almost 58,000 deaths, it was time to go home. Of course, the tankers would be leaving too, but these missions would be different. Rather than refueling bombers and fighters on their way to strike targets, the KC-135s would be topping off their gas tanks as they winged their way home—free of the bombs and missiles they had carried into combat just days earlier.

The KC-135s returned to their Strategic Air Command bases to resume the mission they were built for—sitting alert in support of America's nuclear deterrent. Regulations required the KC-135s to be ready to takeoff within 15 minutes of notification that an attack was underway. Alert facilities were monuments to readiness at bases across the United States.

These underground structures were placed near the alert aircraft and housed crews poised to spring to their aircraft at a moments notice. Crews averaged one week per month away from their families "sitting alert." KC-135 crews soon settled into a sleepy routine—sitting alert and preparing for a day all hoped would never come. However, nothing in the Air Force is quite so permanent as change—and the KC-135s, would be busier than ever before! A hint of its new role would come as the result of events half a world away in Berlin, Germany.

On April 5, 1986, a bomb planted by terrorists exploded at the La Belle Discotheque in Berlin, Germany injuring 200 people—including 63 American soldiers. One U.S. soldier was killed. An investigation later revealed that Libya was behind the attack and Presi-

European continent, adding hours of flight time and burning thousands of pounds of extra fuel.

The tanker force performed magnificently, conducting 4 refuelings in the dark under strict radio silence. After the strike, the F-

111s, now free of their heavy bomb loads, still needed two more refuelings to get home. The mission lasted 14 hours and covered 5,500 miles. It was the longest mission ever carried out by tactical aircraft, and the first shot fired in America's war on terrorism. It also taught the Air Force lessons it would put to the test on a huge scale just four years later.

On August 2, 1990, Iraqi President Saddam Hussein, ordered his army to invade the independent nation of Ku-



KC-135 refuels a Royal Air Force Tornado during Desert Storm highlighting the support given to allied aircraft in addition to our own. (U.S. Air Force photo)

dent Ronald Reagan ordered the U.S. military to strike back. Accordingly, military leaders began planning America's largest aerial operation since the Vietnam War.

The plan, dubbed Operation El Dorado Canyon, called for 24 F-111F aircraft to fly from RAF Lakenheath, United Kingdom, to strike terrorist training centers in Tripoli and Benghazi, Libya. They were to be joined by 14 US Navy A-6E Intruders and myriad support aircraft. England is a long way from Libya and just getting to their targets would be a challenge for the F-111 force. Therefore, tankers would be indispensable.

As if to highlight their importance, the first aircraft to takeoff were 24 KC-135s and 4 KC-10 Extenders from the Royal Air Force bases at Fairford and Mildenhall, England. The tankers were the linchpin of the entire operation. This was because the governments of both France and Spain had denied the U.S. permission to fly over their countries on their way to Libya. As a result, the strike force had to detour around the entire

wait. Because there were indications Hussein planned to continue his march into Saudi Arabia, President George H.W. Bush ordered U.S. military forces to the region. They would serve as a blocking force to prevent the Iraqis from entering Saudi Arabia and lay the logistical groundwork for an offensive if needed. This mission was code-named Desert Shield.

Tankers were involved from the start. They provided the fuel airlift aircraft needed to bring people and equipment to Saudi Arabia and other locations in the Middle East. In addition, many tankers were pressed into service carrying cargo. It was a huge undertaking that General Merrill McPeak, then USAF Chief of Staff, likened to "moving Oklahoma City, all of its people, all of its vehicles, all of its food, and all of its household goods halfway around the world."

Because the Iraqi army was moving fast, the U.S. had to move faster to prevent further aggression. Just as they had done in response to the 1972 spring offensive, tank-



KC-135E Refueling an F-111F (U.S. Air Force Photo)

bility.

During the Desert Shield/Desert Storm tankers performed heroic acts, saving aircraft and lives. In one instance, a KC-135 towed an F-4 halfway across the Atlantic after the fighter experienced partial power loss.

In another case, a badly damaged fighter with serious fuel leaks was towed by a tanker pumping fuel in as fast as it was leaking out.

The extra gas kept the fighter in the air long enough to get out of enemy airspace and to a friendly airfield.

Tanker crews often flew into the combat zone to rescue aircraft low on fuel. One occasion, a flight of two KC-135s of the 452nd Air Refueling Wing was orbiting in Saudi Arabia near the Israeli border waiting for a flight of F-16s. An E-3 AWACS advised the tankers that the F-16s were low on fuel and that one was seriously damaged.

The tankers flew north, without fighter cover, into Iraqi air space to meet the fighters before they ran out of fuel. Braving anti-aircraft fire, the tankers flew almost 100 miles north into Iraq before they made contact with and successfully refueled the fighters. Just as they had been in Korea and Vietnam, tankers were more than "force multipliers"—they were lifesavers too!

ers made the rapid overseas deployment of US-based fighter aircraft possible.

It was rapid indeed. The first F-15s from the 1st Tactical Fighter Wing, Langley Air Force Base, Va., landed in Saudi Arabia just 38 hours after receiving their deployment notice.

Strategic Air Command deployed 256 KC-135s and 46 KC-10s to the Middle East. During Desert Shield, tankers flew 4,967 sorties and 19,089 hours, refueled 14,588 receivers, including 5,495 Navy and Marine aircraft, and off-loaded 68.2 million gallons of fuel. They would surpass these numbers once the mission switched from being defensive in nature to offensive in execution.

Desert Shield became Desert Storm on January 17, 1991. Desert Storm was a six-week air campaign followed by a 100-hour ground war. During Desert Storm, tankers flew 15,434 sorties, logged 59,943 hours, refueled 45,955 aircraft and off-loaded 110.2 million gallons of fuel, 20% of which went to U.S. Navy or Marine aircraft. One F-15 pilot commented about tanker accessibility, "There was more gas in the sky over Saudi than in the ground below" — a testimony to the tanker force and their capa-



KC-135R Stratotanker aircraft parked along on the flight line during Operation Desert Shield. (U.S. Air Force Photo)

Small business owner scoops up popular franchise

**By Capt. Nikki Credic
Wing Public Affairs**

Have you ever dreamed of starting your own business and being your own boss? According to the Small Business Administration, thousands make this dream a reality every year, choosing to reap the benefits of their own hard work. Tech. Sgt. Darryl Washington, formerly of the 459th Security Forces Squadron, decided to become his own boss in 2003 by opening a franchise—Maggie Moo's Ice Cream Treatery.

Washington explained that owning his own business has been very rewarding.

"It is very hard work, but it's very satisfying when you walk or ride past your place of business and it hits you that 'Wow, I own

this,' he said. "It also gives you a high when both adults and children enjoy the service and products you offer."

Maggie Moo's products include ice cream, shakes and smoothies, ice cream cakes, and ice cream and sundae parties.

Washington took the franchise route due to its established business plan and proven track record, but he explained that the process for starting any business follows common steps.

"You first have to have an idea, and then you have to conduct research," said Washington. "Then you look into a list of businesses that interest you. You narrow that down and select what you feel you would enjoy doing and what would be most successful."

Washington's success is evident in his plans to expand.

"My wife and I have two stores in Washington, D.C. and we plan to open two more," he said.

He said his success is also due to the advantages of owning a franchise. "You have the advantage of corporate support, a name brand product, and a proven product."

He explained that the most difficult part of starting his own business was the essentials steps such as settling on a business idea, getting the capitol, and finding the location. His daughter though helped with the idea. "I'm an ice cream fanatic," said Washington, "and my daughter KaiYanna had a dream that mommy and daddy open an ice cream store."

Mobility p exercise g patio



Staff Sgt. Adrienne Gaskins, 89th Medical Group, prepares to give Master Sgt. Matthew Brown, 459th Mission Support Flight, a flu shot during the mobility processing line.



Tech. Sgt. Angela Peacemaker, 459th Aerospace Medicine Squadron, Airman First Class Tavoris Tyson, 459th AMDS, and Staff Sgt. Shontrell, 89th AMDS, go over a list of names prior to processing Airmen through the mobility line.



Senior Airman Shariessse Green, 89th, Master Sgt. Kenneth Shumate, 459th, mobility exercise.

*Photos by Staff Sg
89th Communic*

Processing generates ence



Military Personnel Flight processes Senior Aircraft Maintenance Squadron, during the

**Tech. Sgt. Chris Matthews,
Operations Squadron**



Lavonda Simpson checks to make sure Tech. Sgt. Andre Gordon, 459th Aircraft Maintenance Squadron, has received all required gear.



Tech. Sgt. Gloria Tate, 89th Mission Support Squadron, briefs members of the 459th Air Refueling Wing just before going through the mobility processing line.

Reservists reorganize to be ready for active duty

ROBINS AIR FORCE BASE, Ga. - Air Force Reserve Command with its headquarters here is working with other major commands to streamline management of individual mobilization augmentees.

In the past, the Air Force's 12,900 IMAs in the selected Reserve reported administratively to the various active-duty units where most of them are assigned. That's changing for these reservists who serve along with 63,200 other Airmen in the command's unit program.

"Air Force Reserve Command started reorganizing the management of the Individual Mobilization Augmentee program the beginning of April," said Lt. Gen. John A. Bradley, AFRC commander. "Our goal is to ensure that the reservists in this program are ready to support the Global War on Terrorism."

AFRC has about 2,500 citizen Airmen mobilized by the president. Another 2,200 reservists are volunteers working in support of Operations Iraqi Freedom, Enduring Freedom and Noble Eagle. Since Sept. 11, 2001, about 30,300 Air Force reservists have been mobilized up to two years on active duty.

Typically, individual mobilization augmentees serve in active-duty units about 24 days a year. They often stand in for deployed active-duty Airmen and may volunteer for deployments themselves.

"We are reorganizing the IMA program so that our command is on top of making sure

all our reservists are 100 percent ready to do their jobs," said Maj. Gen. Charles E. Stenner, director of plans and programs at AFRC headquarters. "Before this, there was very little standardization in the personnel programs used to support the 12,900 IMAs. Now we will ensure more consistent support and training."

Starting April 1, program managers and base individual mobilization augmentee administrators began transitioning under AFRC's chain of command. An updated Air Force Instruction 36-2629, Individual Mobilization Augmentee Management, spells out these changes.

"To make the chain of command more effective, this reorganization will establish an IMA Readiness Management Group at Robins Air Force Base," said General Stenner. "This new commander will be responsible for providing the best possible personnel support to our IMAs."

Colonel Roxane Towner is selected as the first commander for the new Readiness Management Group. Currently, she is the reserve advisor to the commander of Air Force Personnel Center at Randolph AFB, Texas. She is expected to begin her new job at the end of June. "The active-duty commanders have operational control of the reservists attached to their units," said General Bradley. "But the active duty commanders share administrative control with AFRC."

Operational command means following orders to accomplish the mission. Active-duty commanders will also be responsible for discipline, internal organization, and unit training. The new IMA Readiness Management Group will oversee day-to-day personnel actions and assist with tracking training for the IMA program.

"IMAs continue to report to their active-duty supervisors for execution of their assigned tasks," said Maj. Gen. Marvin Barry, Mobilization Assistant to the AFRC commander. "General Stenner and I have stressed this to the active-duty major command commanders when we briefed the new structure and its implications around the Air Force."

As the single point of contact between IMA reservists and their units, the new IMA Readiness Management Group will be responsible for all personnel issues affecting IMAs. These issues include formalized training, enlisted programs, assisting with retirements, performance reports, assignments, mobilization, and tracking participation.

"IMAs work in all the other major commands," said General Bradley. "And this is a win/win situation for our national defense. By working at the other major commands part time, these reservists give their service, continuity and experience to our military but still have the flexibility to pursue their civilian jobs." (AFRC News Service)



Staff Sgt. Marisol Salgado

Enlisted member gets high honor

By Master Sgt. Shayne Sewell
Wing Public Affairs

Staff Sgt. Marisol Salgado was recently announced as the Air Reserve Component logistics plans junior enlisted member of the year for 2004. She competed against Air National Guard and Air Force Reserve logistics personnel nationwide.

Staff Sgt. Salgado, logistics plans craftsman, 459th Logistics Readiness Flight, earned this award by her resourcefulness and industrious work ethic that lead directly to the wing's successful participation in numerous inspections throughout the year to include four inspector general generated exercises.

Her insight, training and comprehensive

review of unit readiness preparations was instrumental in those units successfully passing all readiness inspection requirements.

Her proactive approach to exercise planning enabled the wing to field a realistic test of its deployment capabilities during a wing-wide initial response exercise that included processing over 330 personnel and over 40 short tons of cargo.

Among many other significant accomplishments, Salgado created a deployment process guide for use by commanders and unit deployment members to provide quick reference answers to all potential questions.

Unethical behavior an affront to all hard-working Airmen

WASHINGTON — Unethical behavior by any person on the Air Force team is an affront to all Airmen and a breach of trust with the American people, said the service's senior leader.

Michael L. Dominguez, acting secretary of the Air Force discussed Air Force acquisition programs and the ethics of spending taxpayers' money during testimony in April before the Senate Armed Services Committee subcommittee on airland.

"I take any breach of integrity and trust seriously," Mr. Dominguez said. "I am deeply concerned that Air Force leaders and acquisition officials have lost the confidence of the members of this committee. I intend to address these issues forthright."

Some of those issues involve initial negotiations on the cost of leasing tankers to replace KC-135 Stratotankers, pricing on the small diameter bomb and the cost of the C-130 Hercules avionics modernization program. Many of those contracts fell under the watch of former Air Force acquisition official Darleen Druyun. In late 2004, Ms. Druyun was convicted and sentenced to nine months in jail for some of her criminal actions. Mr. Dominguez said the Air Force would not let that happen again.

"We must take all necessary steps to avoid abuse of trust such as those committed by Ms. Darleen Druyun," he said. "We are working closely with Mr. Michael Wynne, the undersecretary of defense for acquisition, technology and logistics, to pursue what he

called 'aggressive action' to understand what may have contributed to this situation and how to protect against such problems in the future."

In the early 1990s, in an effort to streamline Department of Defense acquisition, certain levels of acquisition oversight were eliminated. Some senators asked Mr. Dominguez if he thought perhaps the effort had gone too far in eliminating that oversight, and if it may have lead to accrual of too much power by Ms. Druyun.

"The commercial business practices were much in vogue (at the time)," said Mr. Dominguez of experiments to streamline acquisition. "A lot of the structure, the rigor and discipline, the checks and balances did come out of the department, and it looks pretty clearly like we did go too far."

Today, Air Force officials are cooperating fully with investigative agencies looking into questionable contracts, Mr. Dominguez said. He said they have, in many cases, implemented stricter oversight procedures, even before investigative agencies have completed their reports.

"Air Force leaders are now cooperating fully with 48 different investigations by eight different agencies," he said. "We have not waited for all those to be completed before taking corrective measures. We are improving our acquisition oversight, and we are restructuring decision-making authority so that no one person exercises consolidated

authority without effective oversight."

Also at issue were concerns about the nature of the commercial contract to purchase the J-model C-130 aircraft. This type of contract does not allow the Air Force or Congress to know as much about the costs of building the plane, as it would know if purchases were done under traditional government acquisition.

"I have concluded as (Chief of Staff of the Air Force Gen. John P. Jumper) has concluded that we were not able to appropriately defend the taxpayers' interest here in this particular contract structure, so we are going to change that," Mr. Dominguez said.

As recently as April 12, Air Force officials worked with the manufacturer Lockheed Martin, to convert the contract to a traditional government acquisition contract.

Also related to the C-130J are costs associated with canceling the program. Besides contract cancellation costs exceeding \$380 million, there is speculation that canceling that program may increase the cost of another unrelated aircraft program, the F/A-22 Raptor. Such cost increases may be because of shared overhead between the two programs, Mr. Dominguez said.

"There are overhead costs shared across the manufacture of these aircraft," he said. "When you lose one of the product lines, the overhead doesn't shrink proportionately, so there is a marginal effect in the other product lines. It is a cost-accounting issue."

New health plan extends care for activated reservists

WASHINGTON — Health care for reservists gets a booster shot. That's when a premium-based health care plan starts for those activated for a contingency anytime since 9/11.

Department of Defense officials announced Tricare Reserve Select at a Pentagon news conference. "We are committed to providing the proper combination of compensation and benefits that will allow us to attract and retain the world's best fighting force," said Charles Abell, principal deputy undersecretary of defense for personnel and readiness.

TRS offers a bridge for reservists entering or leaving active duty who are not covered by a civilian employer or other health insur-

ance plan. It's similar to Tricare Standard and comparable to the Blue Cross and Blue Shield plan for federal employees.

Monthly premiums for a reservist are \$75. A reservist and family pays \$233. Premiums will be adjusted annually.

Air Force reservists must serve on active duty for 90 consecutive days or more on or after Sept. 11, 2001, in support of a contingency. And, they must enter an agreement with Air Force Reserve Command to serve in the Selected Reserve for one or more years before leaving active duty. If they got off active duty, they have until Oct. 28 to apply.

Reservists earn one year of care for every 90 days of continuous active-duty service and every year of service commitment. For

example, reservists with 360 days of qualifying active duty can get four years of coverage if they sign up for four years in the Selected Reserve. Coverage ends when the service agreement ends. It stops sooner if the reservist separates from the Selected Reserve, voluntarily withdraws from the program or fails to pay the monthly premiums.

The Tricare Web site — www.tricare.osd.mil/reserve/reserveselect — will have more details. To get updates by e-mail, reservists and their families can subscribe to www.tricare.osd.mil/tricaresubscriptions/. For reservists enrolled in the Transitional Assistance Management Program, coverage will start the day after TAMP ends. (AFRC News Service)

Summer - A season to exercise off-duty safety

By Lt. Gen. John A. Bradley
AFRC Commander

"There are no second acts in American lives," F. Scott Fitzgerald once wrote. Memorial Day weekend signals the start of summer, traditionally a time of fun and sun. During the 101 Critical Days of Summer, we sometimes try to do too much because of the extra sunlight.

Here are suggestions on how to keep healthy and safe this summer:

Alcohol consumption - Don't drink and operate vehicles - automobiles, boats, jet skis, etc. If you drink, do it moderately and always appoint a designated driver.

Traveling - Be sober, vigilant and well-rested. Ensure everyone wears a seatbelt.

Watercraft - Know your craft and use personal floatation devices. Use caution when operating boats and jet skis, staying away

from other boaters, swimmers and jet skiers.
Motorcycles and all-terrain vehicles -

muscle strain. Know your limits and don't overdo it. Avoid prolonged exposure to the sun, use sunscreens and drink plenty of water.

Swimming - Swim with a buddy in known waters and don't drink.

In the past few years we've been made more aware of the need for diligent force protection. We need to apply this same kind of vigilance off duty during the 101 Critical Days of Summer. Most mishaps involve one or more of the following factors: alcohol, fatigue, darkness, bad weather, poor judgment, inappropriate risk-taking. Let's use common sense, plan ahead and be prepared. An "it-will-never-

happen-to-me" attitude is not a guarantee but rather a recipe for disaster. Take care of your family and of your Air Force Reserve family. Be alert and prevent incidents that could cause a lifetime of regrets. Let's all enjoy the months of summer, but let's enjoy our off-duty time responsibly.

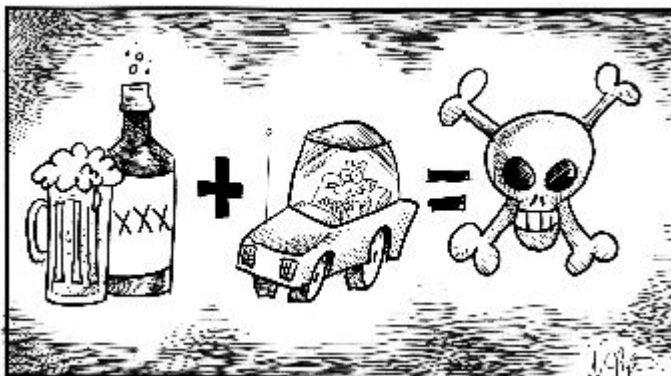


Illustration by Master Sgt. W.C. Pope

Don't operate without proper training and personal protective equipment. Always remain vigilant and drive defensively.

Outdoor activities - Before and after athletic activity, take a short moderate-to-brisk walk to improve circulation rather than stretching, which experts say contributes to

Guard, Reserve leaders testify on Capitol Hill

by Staff Sgt. C. Todd Lopez
Air Force Print News

WASHINGTON — The directors of the Air National Guard and Air Force Reserve testified in April on readiness and management support before the Senate Armed Services Committee subcommittee.

Lt. Gen. Daniel James III, Air National Guard director, told senators he sees positive benefits to the community basing concept.

"I look forward to a day when we will have community basing and we will have members coming to (a Guard base) and living in the community and flying there," he said. "That would impact the community in a positive way."

Community basing is currently being tested in Burlington, Vt. There, active-duty Airmen live among the local community, on the economy, and report daily to work with Airmen of the Vermont Air National Guard's 158th Fighter Wing.

General James said he believes community basing can help the active-duty component of the Air Force by pairing younger troops with those who have more experience.

"Community basing is a way of balancing

the needs of the Air Force in terms of their skill levels," he said. "(Guard units) have very experienced people. About 62 percent of our people are at a 7 skill level or higher. The majority of (active-duty maintainers) are 3-levels."

"We want to make sure after the BRAC that if we don't have new airplanes to replace those that (are retired), that we have new missions to replace those that (are eliminated)," the general said. "Otherwise we can get in a situation where units would be uncovered — they wouldn't have a federal mission. We are going to work hard to get missions to those units that lose aircraft."

"Homeland defense is our primary mission," General James said. "But we also want to make sure we have the capabilities when our governors call on us to respond to natural disasters or man-made emergencies."

Lt. Gen. John A. Bradley, Air Force Reserve commander, said that while reenlistment bonuses are good, he believes there is another reason for good retention numbers in the Reserves. "On the issue of bonuses, they work, certainly, but I do believe there is an element of service that is keeping our people in," he said. "They are very proud of what

they are doing. They enjoy their jobs and units, and they believe they are contributing to something that is very good."

The pay parity issue between active duty and reserve component Airmen was raised by some senators. Sometimes guardsmen or reservists, when called from their civilian jobs, will take less pay while serving than when they are working for their civilian employer. Many civilian employers will make up that pay difference out of pocket. The federal government, however, does not make up the pay difference for federal employees who also serve as part of a reserve service component. "On the pay parity, it is an issue, but I believe the best quality of life is keeping somebody alive," General Bradley told senators.

"I think the inequities it brings on between folks who are mobilized and active component folks is not helpful," he said. "I would rather spend money that we could get for the continued equipment improvements you have given us in the past, and continuing to do those unfunded items to give us greater combat capability. I think that's where we should put the money, to properly equip our people."

WE WELCOME YOUR COMMENTS!

To better serve you, the newspaper staff would like to learn what news and information you enjoy most and least in The Boomer. Please circle the appropriate answer. We welcome additional comments.



1. How often do you read The Boomer?

- ☐ Always
- ☐ Usually
- ☐ Occasionally
- ☐ Rarely

2. How much of The Boomer do you read?

- ☐ All of it
- ☐ More than 50%
- ☐ Less than 50%
- ☐ None of it

3. Do your family members read The Boomer?

- ☐ Yes, always
- ☐ Usually
- ☐ Occasionally
- ☐ No, never

4. The Boomer's reading level is:

- ☐ Too difficult
- ☐ About right
- ☐ Too simple

5. Do you believe what you read?

- ☐ Yes, always
- ☐ Usually
- ☐ Occasionally
- ☐ No, never

6. How would you rate the Boomer's overall appearance?

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor

7. What about the overall accuracy?

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor

8. In terms of the quality of stories, how is The Boomer at recognizing local people with stories and photos?

- ☐ Excellent
- ☐ Good
- ☐ Satisfactory
- ☐ Below satisfactory
- ☐ Poor

9. In terms of the amount of information, how would you rate the Boomer as a source of information about the unit? (Check only one response)

- ☐ Excellent
- ☐ Good
- ☐ Satisfactory
- ☐ Below satisfactory
- ☐ Poor

10. How would you rate The Boomer as a source of information about the topics you think are most important? (Check only one response)

- ☐ Excellent
- ☐ Good
- ☐ Satisfactory
- ☐ Below satisfactory
- ☐ Poor

11. Rate the amount of the following types of news:

Air Force news

- ☐ Too much
- ☐ About right
- ☐ Not enough

AFRC news

- ☐ Too much
- ☐ About right
- ☐ Not enough

Mission-related news

- ☐ Too much
- ☐ About right
- ☐ Not enough

News about unit people

- ☐ Too much
- ☐ About right
- ☐ Not enough

Family news

- ☐ Too much
- ☐ About right
- ☐ Not enough

12. What is your favorite part of The Boomer?

- ☐ Commentary
- ☐ Flightline
- ☐ News
- ☐ Features
- ☐ Pomp and Circumstance
- ☐ Community News
- ☐ UTA Schedule
- ☐ Hours of Operation
- ☐ Family members photo on back page

13. What would you like to see in The Boomer?

14. Additional comments:

Please return this form to your unit orderly room where they will be collected by Public Affairs staff or return them directly to the Public Affairs office in Bldg. 3755, room 213 or mail it to 459th ARW/PA, 3755 Patrick Avenue, Andrews AFB MD 20762-4814.

Reenlistment Opportunities with the Thunderbirds

If it's time for you to reenlist, have we got a deal for you! The USAF Thunderbirds will reenlist a small group of people in front of their lead jet on May 20 at 2:30 p.m. If you are interested, contact Master Sgt. Constance Banks, wing career advisor. Be sure to leave your contact information with her. We'll take names on a first come, first serve basis. When we find out how many members the Thunderbirds will reenlist, we'll contact you to let you know if you're "in." If you have any questions, please call Master Sgt. Banks at 240-857-5438.

Bundles for Babies

The Family Support Office is hosting a "Bundles for Babies" class sponsored by the Air Force Aid Society, May 25. The class will be for expectant mothers or new mom's with babies 0-3 months old. The member (or spouse) can sign up at the Family Support Office. There will be presentations on newborn care, car seat safety and a few pointers for the new mom and light refreshments served. Each person attending will receive \$75 worth of goodies for their baby along with some great educational booklets. Reservations will be required and space is limited and will be on a first come basis. Reservations can be made by calling (240) 857-6873 or by e-mailing Jennifer.Hutcherson@andrews.af.mil.

Push-up Challenge

In keeping with AFRC fitness goals, the First Sergeants Council would like to invite all squadrons to compete in a push-up contest. The rules are simple. Each squadron will select one male and one female member to represent them at the wing competition. Squadrons are encouraged to conduct their own competitions to determine their representatives. The contest will identify the member who can do the most push-ups with no time limit. The winning squadron will be determined by the number of push-ups completed for a squadron (the male and female totals combined). The council will present the winning team with two \$50 cash prizes and a trophy will be given to the winning squadron commander to display for one year. The pledge amount can range anywhere from \$.01 to as high as anyone dares to go. The contest will be held on Saturday, June 25 at noon. Location is yet to be determined.

The IG Corner

Air Force military and civilian members have a duty to promptly report Fraud Waste and Abuse (FWA) or Gross Mismanagement.

Fraud — Any intentional deception designed to unlawfully deprive the Air Force of something of value or for an individual to secure from the Air Force a benefit, privilege, allowance, or consideration to which he or she is not entitled.

Waste — The extravagant, careless, or needless expenditure of Air Force funds, or the consumption of Air Force property resulting from deficient practices, systems controls, or decisions. The term also includes improper practices not involving prosecutable fraud.

Abuse — Intentional, wrongful, or improper use of Air Force resources. Examples include misuse of rank, position, or authority that causes the loss, or misuse, of resources.

Gross Mismanagement — A management action or inaction that creates a substantial risk of significant adverse impact on the organization's ability to accomplish its mission. It is more than mere, trivial wrongdoing or negligence. It does not include management decisions that are merely debatable, nor does it mean action or inaction that constitutes simple negligence or wrongdoing. There must be an element of blatancy.

459 ARW FWA Hotline: Toll Free 888 360-8700 extension 7-7121

AFRC FWA Hotline: Toll free (800) 223-1784 extension 7-1513

SAF/IGQ FWA Hotline: Toll free (800) 538-8429

DoD FWA Hotline: (800) 424-9098

Senior NCO Leadership Class

The newly established Senior NCO Leadership Class is open to the top three ranks (MSgt, SMSgt, & CMSgt), and is hosted in various locations around the Command. This dynamic, two day, weekend class, emphasizes leadership concepts of the whole brain thinking, leadership & trust, teamwork & coaching, communications, creativity, negotiation & conflict resolution, career progression, and motivation & recognition. Eligible reservists are highly encouraged to attend an available class. Contact Chief Master Sgt. Hickman at (240) 857-2934.

Dates	Locations
25-26 Jun 05	Wright-Patt AFB, Ohio
16-17 Jul 05	Robins AFB, Ga.
30-31 Jul 05	TBA
13-14 Aug 05	Eglin (Duke Field) AFB, Fla.

Reserve Retirees Affairs Office now open

Retired Senior Master Sgt. John Ogle is heading up the Reserve Retirees Affairs Office who currently meet the third Wednesday of the month at 10 a.m. in the Mission Support Group conference room, room 128, Bldg. 3755. Any member that has retired from the 459 ARW or is coming up on retirement is invited to come out and join the group. The next meeting is May 18, at 10 a.m. For more information, please e-mail John Ogle at ogle18@comcast.net.

PAY DAYS

Run Date	Check Date
May 17	May 25
May 19	May 27
May 23	June 1
May 26	June 3
May 31	June 8
June 2	June 10
June 7	June 15
June 9	June 17
June 14	June 22
June 16	June 24

Information provided by 459 ARW/FM

2005 UTA SCHEDULE

*May 14-15, Alt 21-22
 June 25-26, Alt 11-12
 July 30-31, Alt 9-10
 Aug. 27-28, Alt 13-14
 Sep 24-25, *Alt 10-11

*This UTA date is a change to the originally published schedule.

HOURS OF OPERATION

Freedom Hall (Active Duty side)

Breakfast: Weekdays, 5:30 a.m. - 8 a.m.

Lunch: Weekdays, 11 a.m. - 1 p.m.

Dinner: Weekdays, 3:30 p.m. - 6 p.m.

Carryout: Weekdays, 6 p.m. - 9 p.m.

UTA Weekends brunch: 6 a.m. - 1 p.m.

UTA Weekends dinner: 2 p.m. - 5:30 p.m.

Liberty Hall (Reserve side)

Breakfast: weekdays, 7 a.m. - 9 a.m.

Lunch: weekdays, 11 a.m. - 1 p.m.

UTA weekends Brunch: 6 a.m. - 1 p.m.

Fraud, Waste & Abuse Hotline

(240) 981-2429

Passport Photos

Passport photos taken at Bldg. 1535, Room

102, D Wing. For appt., call (301) 981-5776.

Walk-in hours, Monday-Friday, 8 a.m. - 11 a.m.

459 AMDS

****New hours of operation****

Mon., Weds., Thurs: 7:30 a.m. - 4:30 p.m.

Tues. & Friday: 7:30 a.m. - 2:30 p.m.

Military Pay

Mon. - Fri., 8 a.m. - 4 p.m.

UTA Sat., 7 a.m. - 3:30 p.m.

Closed UTA Sun.

Office: (240) 857-0314/0315

Easy Pay Access: 1-800-755-7413

Military Personnel Flight

Hours of operation for all MPF offices are Mon.

Fri. and UTAs: 9 a.m. - 3:30 p.m.

Customer Service: Rm. 117; 857-3843

*Newcomers: UTA Sat: 7 - 11 a.m.

*AEF and newcomers: UTA Sat: 8 - 11 a.m.

*All other customers: UTA Sat: After 11 a.m.

Career Enhancement: Rm. 118; 857-2853

Education & Training: Rm. 144; 857-9426

Personnel Relocation: Rm. 115; 857-2835

Personnel Employment: Rm. 115; 857-6739

Legal Office

Walk-in Legal Assistance, UTA Sat., 1:30-3:30

p.m.; Sun. 10-11 a.m., Rm. 220-222, Bldg. 3755;

(240) 857-3855.

Worship Schedule

Protestant:

Sun. 7:30 a.m.- 459 CES (Bldg. 3756)

Sun. 8:30 a.m.- Chapel 2 (Bldg. 3715)

Sun. 11 a.m.- Chapel 1 (Bldg. 1345)

Catholic Mass:

Sat. 5:30 p.m.- Chapel 3 (Bldg. 1679)

Sun. 9:30 a.m.- Chapel 3 (Bldg. 1679)

Foreign officers visit the 459th



About 80 foreign military and civilian officers from Eurasia, the Balkans and former Soviet Socialist Republics paid the wing a visit April 7 and toured a KC-135. The officers were brought here to be shown how the men and women of the unit and the Reserve support our nation's defense. They came here through the George C. Marshall European Center. It's a U.S.-German partnership, under the control of the U.S. European Command, which engages in the professional education of military and civilian officers. (Photos by Master Sgt. Shayne Sewell)

459TH AIR REFUELING WING
AIR FORCE RESERVE
3755 PATRICK AVENUE
ANDREWS AFB MD 20762-4814
OFFICIAL BUSINESS

First Class Mail
U.S. POSTAGE
PAID
Temple Hills MD
Permit No. 4004